Mission

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with federal regulation is placed on:

- 1. The conservation and expansion of housing for low and moderate-income households.
- 2. The creation and retention of jobs, principally for low and moderate-income households.
- 3. The expansion of the quantity and quality of community services for low and moderate-income persons.
- 4. To affirmatively further equal housing opportunities.
- 5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
- 6. More effective environmental and strategic planning.

Financial Summary				2005	Change from 2004 Adopted Budget	
	2003 Actual	2004 Budget	2004 Estimate (a)(b)	2005 Budget (b)	\$	%
CDBG Fund	Actual	Daaget	Louinate (a)(b)	Daaget (b)	Ψ	70
Personnel Costs	\$149,219	\$173,613	\$168,676	\$173,369	(\$244)	-0.1%
Operating Expenses (a,b)	\$4,227,353	\$4,400,095	\$4,919,621	\$4,487,170	\$87,075	2.0%
Interdept. Charges	\$72,140	\$76,292	\$76,292	\$69,461	(\$6,831)	-9.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,448,712	\$4,650,000	\$5,164,589	\$4,730,000	\$80,000	1.7%
General Gov't (a,b)	\$5,020,947	\$4,650,000	\$5,235,589	\$4,730,000	\$80,000	1.7%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$5,020,947	\$4,650,000	\$5,235,589	\$4,730,000	\$80,000	1.7%
Tax Levy (c)	(\$572,235)	\$0	(\$71,000)	\$0	\$0	N/A

- (a) 2004 Estimate includes a 2003 carryover of encumbered grant contracts totaling \$2,376,376 and an approved request to carry-over 2003 expenditure appropriations of \$1,314,165. It is estimated that \$3,175,952 will be unspent and requested to be carried over to the 2005 budget.
- (b) The 2005 budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund. The amount shown for the 2003 Actual and the 2004 Estimate represents revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year.

Note: The Federal rules allow the expenditure of grants over multiple year periods (usually two to three years).

Position Summary (F	TE)					
Regular Positions	2.25	2.50	2.50	2.50	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.08	0.10	0.10	0.05	(0.05)	
Total	2 33	2.60	2.60	2 55	(0.05)	

Department Wide Strategic Directives/Objectives

Manage Resources With Fiscal Prudence

- 1. Effectively manage CDBG and HOME programs to meet federal regulation. (1/1/05)
- 2. Maintain an administrative expense rate below 10% of grant funds received. (1/1/05)
- 3. Balance county BAS system with the federal IDIS system. (6/30/05 and 12/31/05)
- 4. Ensure compliance with loan balances for single audit purposes. (4/1/05)

Provide Comprehensive Customer Service

- 1. 90 households will receive low interest loans to maintain/improve their owner occupied homes. (12/31/05)
- 2. 120 low and moderate- income households will obtain down payment/closing assistance to purchase a home. (12/31/05)
- 3. 50 units of single family or multi-family units will be constructed to increase the number of affordable housing units. (12/31/05)
- 4. Ten units of special need housing will be constructed, rehab to provide affordable housing. (12/31/05)
- 5. 300 households will receive homeless shelter assistance. 80% of households will improve their housing upon leaving the shelter. (12/31/05)
- 6. 70% of all persons receiving public service benefit will indicate an improvement in their quality of life. (12/31/05)
- 7. Fifteen persons will obtain full employment as a result of business loans. (12/31/05)
- 8. 90% of persons utilizing public facilities will find better accommodation/services. (12/31/05)
- 9. 3,000 households will be positively impacted by neighborhood activities with 90% indicating that their neighborhood or their personal lives have been improved. (12/31/05)

Innovate and Seek Continuous Quality Improvement

- 1. To maintain a consistent and effective oversight of programs, 90% of the CDBG/HOME board members will be retained. (5/1/05)
- 2. Staff will complete, with community input, its five year Consolidated Plan. (1/1/05)
- 3. Staff will coordinate with United Way, Workforce Development Board, HUD and other groups to identify needs and to develop strategies to meet the needs. (1/1/05)
- 4. Staff will implement and monitor the federal sixteen audit findings and county audit findings. (Annually)
- 5. Provide resources to successfully implement projects to meet federal goals with emphasis on affordable housing, employment opportunities and quality of life improvements. (9/1/05)
- 6. Create opportunities for distressed neighborhoods by stimulating reinvestment of human capital and economic resources by creation of Neighborhood Reinvestment Areas. (9/1/05)
- 7. Continue collaboration on community issues including by not limited to affordable housing, youth programs, workforce issues, regional efforts, public/private partnerships, and other community collaboration. (9/1/05)
- 8. The CDBG and HOME advisory boards shall examine the number of grant contracts awarded in conjunction with the ability to monitor and administer them.

Retain and Develop a High Quality Workforce

- 1. Provide opportunities for training of staff to better meet program needs. (As Available)
- 2. Provide educational opportunities to improve work performance. (9/05)
- 3. Attend meetings, seminars and conferences to increase work knowledge and performance. (Annually)

Community Development

County Executive

Achievements/ Programs

Major Departmental Strategic Achievements from 7/01/03 to 6/30/04 CDBG/HOME

- 1. Retained 100% participants of current CDBG communities (35 of 37 communities) (Chenequa and Oconomowoc Lake non-participating).
- 2. Increased by two communities the number of participants in the four county HOME Consortium (101 of 105 participate) (Chenequa, Oconomowoc, Lake, Sullivan, Germantown non-participating).
- 3. Resolved federal Inspector General audit findings as of July 2004.
- 4. Received \$223,307 in increased funding from federal American Dream allocation.
- 5. Completed Community Building needs assessment in conjunction with United Way, with implementation to begin in July 2004.
- 6. Exceeded by 9% the goal of serving 16,000 people through CDBG programs.
- 7. Exceeded lender leverage of CDBG/HOME rehabilitation by 8% to \$1,325 million.
- 8. Met federal drawdown of funds requirement decreasing balance of funds \$1,300,000 below 15% threshold.
- 9. Completed construction of 75 units of new rental housing, exceeding the goal of 70 units.
- 10. Provided Housing Rehabilitation loans to 99 households.
- 11. Provided down payment/closing cost assistance to 169 households to assist in home purchase.
- 12. Provided Homebuyer information to 800 households through brochures, seminars and one on one counseling.
- 13. Continued and enhanced coordination and collaborative partnerships with participating municipalities, lenders, Workforce Development Board, Community Acton Coalition, Neighborhood Strategy Areas, Youth Plan, Housing Action Coalition, regional cooperation, and the Untied Way.
- 14. Completed five year Neighborhood Revitalization Strategy Plan.

Community Development Block Grant

Program Description

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate-income persons.



Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% of communities renewing their CDBG participation for 2005-2007 period	N/A	100%*	100%	100%	-
Improve the lives of low and moderate-income (LMI) households through direct service benefit	13,500	14,000	14,000	16,000	2,000
Create affordable workforce housing for LMI households	70	70	70	75	5
Maintain and improve the housing stock by leveraging lender funds with CDBG funds provided	\$1,350,000	\$1,500,000	\$1,350,000	\$1,350,000	(\$150,000)

^{*}The Village of Menomonee Falls is budgeted to participate for Program Year 2004 and all communities renewed their participation for the 2005-2007 program years.

Community Development Block Grant (Cont.)

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Staffing (FTE)	1.73	2.00	2.00	1.95	-0.05
Personnel Costs	\$107,389	\$130,184	\$126,688	\$129,383	(\$801)
Operating Expenses (b)	\$2,299,473	\$2,617,616	\$2,459,969	\$2,620,763	\$3,147
Subgrantee Grants	\$2,290,020	\$2,605,761	\$2,450,000	\$2,610,133	<i>\$4,37</i> 2
Administrative	\$9, <i>4</i> 53	\$11,855	\$9,969	\$10,630	(\$1,225)
Interdept. Charges	\$53,975	\$52,200	\$52,200	\$49,854	(\$2,346)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,460,837	\$2,800,000	\$2,638,857	\$2,800,000	\$0
General Government (a,b)	\$2,815,459	\$2,800,000	\$3,188,857	\$2,800,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,815,459	\$2,800,000	\$3,188,857	\$2,800,000	\$0
Tax Levy (c)	(\$354,622)	\$0	(\$550,000)	\$0	\$0

⁽a) Includes \$1,000,000 in estimated total program income for 2005.

⁽c) This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund. The amount shown for the 2003 Actual and the 2004 Estimate represents revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year.



Program Highlights

Overall, the Community Development Block Grant expenditures and revenues are expected to remain at the same level. However, the federal community block grant is expected to decrease \$100,000 to \$1,800,000 from the 2004 adopted budget in anticipation of reduced funding. However, the revolving loan program income is expected to increase \$100,000 to \$1,000,000 based on the current and prior year results.



Activity

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Grant \$ Value Awarded (Cumulative, since 1990)	\$20,813,000	\$22,486,000	\$22,486,000	\$24,186,000	\$1,700,000
# of Grants Administered (Cumulative, since 1990)	745	839	841	835	(4)
# of Grants Completed (Cumulative, since 1990)	673	763	765	861	98
New Grants	88	108	104	94	(14)

Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa,

Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton,

Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales and Menomonee Falls

⁽b) 2004 Estimate includes a 2003 carryover of encumbrances totaling \$1,185,750 and a 2003 carryover of \$604,998 through separate ordinance. It is estimated that \$1,401,892 of unexpended appropriations will be requested to be carried over to the 2005 budget.

Community Development

County Executive

Program

Non-Participating Communities:

Villages: Chenequa, Oconomowoc Lake

COMMUNITY DEVELOPMENT PROGRAM YEAR (2003)

January CDBG / HOME program year begins

February Public Hearings - Needs / Community Assessment for Program Year 2003

March Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report

(AHPR)

April Submit GPR and AHPR

May Request for Proposals – Advertise and accept applications
June Transmit copies of applications received to CDBG Board

July Begin project application reviews
Complete project application reviews

August CDBG Board completes funding allocation recommendations

Public Hearing on recommendations

Executive Committee review, modify and/or approval of CDBG Board recommendations

September County Board action on recommendations

October Complete Grant Application / Environmental reviews for submission to HUD

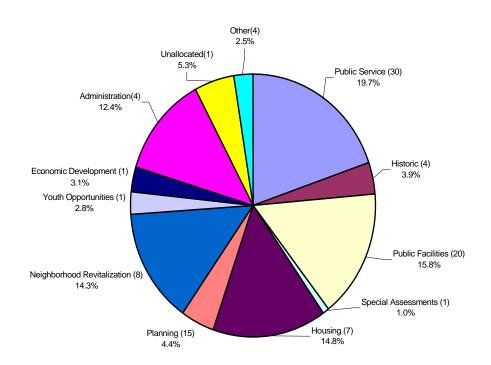
Write contracts for projects funded

November Submission of Annual Consolidated Plan

December Review carryover requests of previously funded projects

Program year-ends

Allocation of Program Year 2004 CDBG Funds (\$1,773,000)* % of Funds and # of Grants by Category (January 1 - December 31, 2004)



^{*} The 2004 Adopted budget estimated the grant to be \$1,900,000. The actual grant was \$1,773,000.

HOME Investment Partnership Program

Program Description

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted to other entities. The goal of this federally sponsored program is to "increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance." (Waukesha County data only)



Tax Levy (b)	(\$217,613)	\$0	\$479,000	\$0	\$0
Total Revenues:	\$1,666,752	\$1,850,000	\$1,899,530	\$1,930,000	\$80,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
General Government (a)	\$1,666,752	\$1,850,000	\$1,899,530	\$1,930,000	\$80,000
Total Expenditures:	\$1,449,139	\$1,850,000	\$2,378,530	\$1,930,000	\$80,000
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$18,142	\$24,092	\$24,092	\$19,607	(\$4,485)
Administrative	<i>\$4,275</i>	\$6,690	\$3,450	\$7,140	\$450
Subgrantee Grants	\$1,384,892	\$1,775,789	\$2,309,000	\$1,859,267	\$83,478
Operating Expenses (a)	\$1,389,167	\$1,782,479	\$2,312,450	\$1,866,407	\$83,928
Personnel Costs	\$41,830	\$43,429	\$41,988	\$43,986	\$557
Staffing (FTE)	0.60	0.60	0.60	0.60	0.00
Pledges from HOME lenders for housing rehab. financing	\$1,250,000	\$1,200,000	\$1,250,000	\$1,250,000	\$50,000
Maintain the housing stock through housing rehabilitation programs	103	120	115	115	(5)
# of commitments secured for increase in affordable housing stock	75	70	60	65	(5)
Homebuyer Counseling Provided (inquires/assistance)	2485/108	2600/110	2585/111	2550/120	(50)/10
Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change

- (a) 2004 Estimate includes a 2003 carryover of encumbrances totaling \$1,043,423 and a 2003 carry-over of \$1,043,423 through separate ordinance. It is estimated that \$1,703,060 will be carried over to the 2005 budget.
- (b This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund. The amount shown for the 2003 Actual represents revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year. The 2004 Estimate represents more revolving loan expenditures made than revolving loans repayments.



Program Highlights

Operating expenses and related General Governmental revenues increase \$80,000 primarily related to a \$180,000 increase in revolving loans activity offset by a \$100,000 reduction in the 2005 budget for the American Dream allocation. The 2004 budget included \$200,000 for two years of allocations that were awarded in 2004.

Home Investment Partnership Program (Cont.)



	2003	2004	2004	2005	Budget
Activity	Actual	Budget	Estimate	Budget	Change
Grant Value Awarded	\$7,251,000	\$8,735,214	\$8,981,521*	\$10,574,521	\$1,839,307
(Cumulative since 1998)					
Down payment and Closing	108	110	111	120	15
Cost Assistance					
Homebuyer Counseling	2485/108	2500/115	2585/111	2550/125	50/10
(#People					
Counseled/Homebuyers)					
Housing Rehabilitation (1)	103	123	115	130	7

^{(1) 2004} increase results form increase in quick fix loan program.

Waukesha County Participating Communities*:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, and Waukesha

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa,

Pewaukee, Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton,

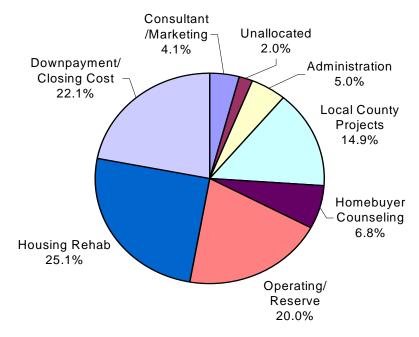
Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, and Menomonee Falls

Waukesha County Non-Participating Communities:

Villages: Chenequa and Oconomowoc Lake

* HOME program participation include 101 of 105 possible jurisdictions including all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

Allocation of Program Year 2004 HOME Funds (\$1,473,087)*



^{*} The 2004 Adopted budget estimated the grant to be \$1,600,000. The actual grant was \$1,473,087. Also, the graph does not include \$223,307 related to the American Dream funding received for 2003-2004.

^{*}Includes \$223,307 in 2003 and 2004 American Dream Funds

Other Grant Programs Disaster Recovery Initiative
(1997 & 1998 Floods)*

Program Description

Administers other grant assistance programs as funding is provided.

	2003 Actual	2004 Budget	2004 Estimate (a)	2005 Budget	Budget Change
		<u> </u>	,		
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Developmed Coats	Φ0			<u> </u>	¢ 0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$538,713	\$0	\$147,202	\$0	\$0
Subgrantee Grants	\$538,713	\$0	\$147,202	\$0	\$0
Administrative	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$23	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$538,736	\$0	\$147,202	\$0	\$0
General Government (a)	\$538,736	\$0	\$147,202	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$538,736	\$0	\$147,202	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

⁽a) The 2004 Estimate includes the 2003 approved request to carryover 2002 of expenditure appropriations.



Program Highlights

The 2004 estimate includes funding for the 1998 Flood disaster.